

# Developing Your Employees Transcript

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## Slide 1

Hello and Welcome to Developing Your Employees.

Kevin Shea, APHIS Administrator, said: “Creating an environment which supports and encourages continual learning and employee development has never been more critical than it is today.” PPQ supports continual learning and employee development and is committed to developing leadership and professionalism at all levels of the organization by providing learning opportunities, tools, resources, and services that support a systematic development process.

## Slide 2

The purpose of today’s webinar is to ensure information regarding all available training initiatives, other services, and resources resonate across the workforce in order to help employees expand their skills and grow in their careers.

## Slide 3

At the end of this webinar you will understand and know where to find the information regarding all available training initiatives, services, and resources offered through the USDA Virtual University, the APHIS Center for Training and Organization Development (CTOD), and PPQ’s Professional Development Center (PDC) and you will be able to identify and recommend specific learning opportunities to assist employees in developing both technical and leadership skills in order to grow in their careers.

Throughout the webinar you will see hyperlinks that you can click on to access and find additional information about the programs we will be talking about today.

## Slide 4

We will get started by reviewing these resources:

- The APHIS Leadership Development Roadmap
- The APHIS Leadership Development Toolkit and
- PPQ’s Employee Development Toolkit.

## Slide 5

Let’s begin with the APHIS Leadership Roadmap. When you look at the APHIS Leadership Roadmap, the competencies listed at each career level and below are the ones at which the employee should be proficient to perform their current job effectively. The competencies listed at the level just above their level are the ones for which they

should begin to develop proficiency. For competencies further up on the Roadmap, they should be aware of them and understand their importance, but will likely use them in a limited fashion. The Roadmap provides a framework for career development at all levels. It identifies the competencies employees should possess or develop at various points in their career, as well as common learning experiences that may be used to attain competencies at that level.

## **Slide 6**

The Toolkit builds upon the Roadmap by providing guidelines for creating a learning contract (or individual development plan). The toolkit helps to:

- Create a workplace where employees and Supervisors take equal responsibility for leadership development
- Improve the leadership skills of all APHIS employees
- Meet the succession planning needs of APHIS

The Toolkit is broken down into separate “tabs” based on your career level. There is a tab for all employees, another tab for project managers and team leaders, a tab for supervisors, a tab for managers, and a tab for executives. Within each tab, you are provided with steps for identifying your goals, assessing proficiency, identifying learning experiences, creating an IDP [Individual Development Plan], completing your identified learning experiences, and assessing your progress.

Additionally, the Toolkit provides explanations of learning experiences you can utilize, and instructions on how to create your very own guide to planning your career. Remember, developing leadership competencies is a joint effort between the supervisor and your employee.

## **Slide 7**

The PPQ Employee Development Toolkit is another tool that will help you develop an individual development plan, identify mission-critical training (technical and non-technical), enhance your value to USDA, APHIS, PPQ, and the American people, and enhance your career. The Toolkit, available on the PDC website, contains job aids that help you navigate through the curriculums and electives offered by PPQ. Used in combination with the Professional Development Center Curricula and Elective Training catalogs, the Toolkit simplifies the course-selection process.

Also available on the PDC website is a 30-minute computer based training course that will help you navigate through the PPQ Employee Development Toolkit.

## **Slide 8**

Now let's take a few minutes to look at some services that are available to help develop your employees.

## **Slide 9**

Mentoring programs are available at the Department Level as well as within APHIS-PPQ.

The mentor can provide numerous benefits to employees including - but not limited to: helping employees develop as professionals by improving their skills in translating values and strategies into productive actions; developing new and/or different perspectives; obtaining assistance for new and innovative ideas; demonstrating their strengths and exploring potential, and increasing career networks and receiving greater exposure within the Agency. Mentoring is designed to facilitate the learning and development process. It establishes an environment of trust and continual learning for understanding and fulfilling career potential.

## **Slide 10**

USDA has developed a framework to establish a culture of coaching throughout the Department. The purpose of a coaching culture is to foster continuous learning, facilitate effective cultural and organizational changes, engage and empower employees at all levels, and support the fulfillment of USDA's mission and vision.

A coaching culture fosters self-reflection and promotes creativity in problem solving and performance improvement. Coaching in the new culture can be as simple as asking a question to encourage an employee to think through a task, rather than directing or advising them on how it should be done. Coaching is effective regardless of what the client's role is with an organization. Providing coaching to individuals in an organization improves individual and organizational performance and job satisfaction.

## **Slide 11**

Now let's look at some different training programs that are offered through the USDA Virtual University, APHIS Center for Training and Organization Development (CTOD), and APHIS Plant Protection and Quarantine's Professional Development Center (PDC).

## **Slide 12**

USDA is committed to developing its greatest assets the Department's employees. The Virtual University is a global USDA training entity focused on preparing current USDA employees and student interns for professional excellence and career advancement, to achieve USDA succession planning, diversity, and program objectives.

The School of Talent Management provides USDA employees with developmental opportunities for career enhancement. The programs include:

- USDA Cross Training Programs
- USDA Coaching Program
- Detail Registry
- Mentoring

- Human Resource University
- USDA Aspiring Leader Program - which we will talk about today

The College of Leadership and Professional Development develops and delivers programs that target specific USDA workforce/succession planning needs. The College fosters and develops a cadre of high-performing USDA employees who aspire toward future supervisory, management, and leadership positions within USDA. Programs include:

- USDA Supervisor Training
- USDA Leadership Essentials Certificate Program (LECP) – which we will talk about today
- Interagency Rotation Program
- USDA Senior Executive Services (SES), Candidate Development Program (CDP)

### Slide 13

The USDA Aspiring Leader Program is designed to assist employees to identify and strengthen foundational leadership skills. The USDA Aspiring Leader Program has 2 main objectives:

- Enhanced understanding of the fundamental leadership competencies and
- Discovering development resources for continual learning through AgLearn

The program is intended for employees at the GS 9 through GS 12 levels that aspire to be leaders or want to improve their leadership skills. The ALP is offered at no cost to employees and is self-paced. Participants will spend 8-10 hours of online learning plus other developmental activities.

### Slide 14

The USDA Leadership Essentials Certificate Program (LECP) is designed for those who are currently in roles that require advanced leadership skills needed to meet the challenges of a complex environment. The USDA Leadership Essentials Certificate Program has 3 main objectives:

- Enhanced understanding of essential leadership competencies
- Create cohorts of prepared leaders for organizational succession planning needs and
- Develop a USDA community of trained leaders

The program is intended for employees at the GS 13 through GS 15 in a leadership role, such as a team leader, supervisor, or manager, that desire to enhance and expand their leadership skills, and are committed to leadership development. The LECP is offered at no cost to employees and is self-paced. It is conducted over an 8-month period and consists of 12-18 hours of online learning, reading, 1-2 hour leadership learning events, and mentoring.

## Slide 15

Now, we're going to look at the APHIS Leadership Development Programs that are available for your employees. We will review the:

- Basic Leadership Development Program
- Intermediate Leadership Development Program
- Leadership Development for Project Managers Program and
- Advanced Leadership Development Program.

## Slide 16

Leadership exists at all levels of an organization, and the APHIS Basic Leadership Development Program (BLDP) is the foundation for every employee to build strong individual leadership skills.

The program focuses on competencies at the *All-Employee* level and prepares program participants with essential knowledge, skills, and abilities to meet the Agency's succession planning needs and to achieve excellence, regardless of position.

The program is 6 months in length and is conducted via distance learning technologies, including webinars, telephone coaching, and telephone mentoring sessions.

Eligibility for the BLDP:

- GS 4, 5 and 6 (or equivalent)
- Full-time employees (includes term employees)
- Employed with APHIS for six months or more as of the closing date of the BLDP application
- Must have an IDP in place
- Must have supervisory approval

## Slide 17

The Intermediate Leadership Development Program [ILDLP] focuses on core critical competencies to enable participants in the GS 7-11 positions to become better leaders in APHIS. The program is 9 months in length and is conducted via distance learning technologies, including webinars, telephone coaching, and telephone mentoring.

Each program participant is required to complete a shadow assignment outside of their current position, and will work with their supervisor, mentor, coach and/or the ILDP program manager to identify a shadow assignment that is in the best interest of the participant and agency.

Eligibility for the ILDP:

- GS 7 - 11 (or equivalent)

- 9-month program
- Full-time employees (includes temporary and term with supervisory approval)
- Employed with APHIS for 1 year or more
- Rated "Fully Successful" or higher
- Desire to seek a leadership position in APHIS
- Must have supervisory approval

## Slide 18

The APHIS Leadership Development Program for Project Managers (LDPM) prepares APHIS project managers to lead team members and meet project goals in a timely and effective manner. The 9-month program includes the development of core skills needed by all participants as well as skills unique to each participant's job and career plans.

Program participants will develop their management and leadership skills through a combination of classroom, webinar, online, and individual learning experiences. During the LDPM Program, participants will learn from current APHIS project and program managers and APHIS leaders as well as experts outside APHIS.

Eligibility for the LDPM:

- Be full-time, permanent, non-supervisory GS 12-14 (or equivalent)
- Be responsible for managing an APHIS program or project
- Rely on team members for successful management of program or project - without having supervisory authority over those team members and
- Have supervisor support to participate in LDPM

## Slide 19

The APHIS Advanced Leadership Development Program (ALDP) prepares APHIS managers to create high performance organizations and to have the skills necessary to address current and future organizational challenges. The ALDP is rigorous and demands significant time and dedication. The program is 9 months in length and is conducted through a blended learning methodology that is focused on team-based experiences.

To be eligible you must:

- Currently be a GS 12-14 (or equivalent) supervisor or manager
- Have at least one year of experience as an APHIS supervisor
- Be a full-time employee (includes term employees)
- Have received a rating of "Fully Successful" or higher on most recent performance appraisal
- Obtain supervisor approval
- Possess a desire to seek and excel at manager-level positions

## Slide 20

Let's discuss a few other developmental opportunities available for you and your employees, the Administrative Career Development Services, the Fundamentals of Human Resources Management, the So You Think you want to be a Supervisor, and the Experienced Supervisor.

## Slide 21

This program [Administrative Career Development Services] is a targeted administrative competency curriculum for entry-level clerical and administrative support personnel at the GS 4 and GS 5 levels.

The curriculum addresses technical competency gaps and/or expands employee's basic administrative support skill set. The offerings are delivered via webinar and are 1-2 hours in length. The webinars include:

- Communicating Your Brand
- Ups & Downs of the Holiday Season
- The Customer Service Challenge
- Mentoring - Building Professional Networks in the APHIS Mentoring Program
- Conflict Management Skills
- Five Choices to Extraordinary Productivity
- Top 10 Challenges of Administrative Professionals
- MBTI Overview
- Professional Image
- Networking
- Generational Differences

## Slide 22

Fundamentals of Human Resources Management (FHRM) satisfies the mandated training requirement for new supervisors. FHRM focuses on the skills and competencies needed to be an effective supervisor. The program consists of 28-32 hours of classroom instruction for competency-based performance management. In addition, the blended learning portion of the program requires about 8-12 hours of Webinars or USDA AgLearn courses. Completion of all components meets the USDA supervisory requirement.

## Slide 23

The role of the supervisor is significantly different from that of the non-supervisor. All too often, the newly selected supervisor finds himself or herself immersed in a "world" that he or she didn't anticipate. The result is often a well-intentioned supervisor who is unprepared for the realities of the position. The transition from effective employee to effective supervisor is a difficult and challenging one and this pre-supervisory course is designed to familiarize the participant with the requirements and functions of supervision.

So You Think You Want to be a Supervisor is designed to promote awareness of the general requirements of a supervisor, not to develop the supervisory skills of the participants. It is intended to provide an understanding of the roles and responsibilities of a supervisor in USDA and to provide the participant a realistic framework from which to decide if this is a career direction they wish to pursue.

## **Slide 24**

The following courses focus on experienced supervisors, and are opportunities to enhance the skills of experienced supervisors and all courses may be counted toward fulfilling the 24-hours of annual training required for all APHIS supervisors, managers, and executives. The courses include:

- Analyzing and Resolving Performance Problems
- Crucial Accountability
- Leading for Impact
- Strategic Leadership
- Training Requirements and Resources for APHIS Supervisors, Managers and Executives
- Seven Habits for Highly Effective Managers
- Leading at the Speed of Trust
- LEADERSHIP: Great Leaders, Great Teams, Great Results

## **Slide 25**

APHIS Center for Training and Organization Development provides all non-technical, Agency-wide training and development services, policies, and systems to employees at all levels including supervisory, managerial, and executive level throughout the U.S. and overseas. They develop and implement training based on the APHIS Leadership Roadmap competencies.

Their website Includes classroom training events - included on their training calendar, webinars/virtual training events, mandatory training activities (agency specific & visible to applicable agency), developmental programs and activities (agency specific & visible to applicable agency) and training and development resources. When you are working with your employees to identify training opportunities, visit their site to find out what is being offered and when.

## **Slide 26**

Another option is Plant Protection and Quarantine, Professional Development Center. The PDC provides training and educational advice, leadership, and consultation to PPQ employees and others who work to protect the nation's agriculture and natural resources from plant pests and diseases. As part of these efforts, the PDC delivers employee development programs that promote continual learning and employee competence and professionalism.



The PDC offers a variety of classroom and computer-based training and education initiatives to support the professional development of PPQ employees. In addition to training, the PDC also provides several products and services upon request, including: meeting design and facilitation, employee assessment, webinar production, leadership transitions, and Individual Development Plan consultation. The PDC is working to update their site to reflect any changes. It is a work in progress, so please continue to visit the site.

### **Slide 27**

Now let's review our objectives for today. You now have a good understanding and know where to find information regarding available training initiatives, services and resources offered through the USDA Virtual University, APHIS Center for Training and Organization Development (CTOD), and PPQ's Professional Development Center (PDC) and you can identify and recommend specific learning opportunities to assist your employees in developing both technical and leadership skills.

### **Slide 28**

For more information about the topics discussed in this presentation, you may contact the Leadership Development and Organizational Support Unit (LDOS) or the Phytosanitary Trade, Export Certification, and Field Operations Training Unit by visiting the PDC website for a point of contact list with specific names and phone numbers.

### **Slide 29**

As you may or may not know, the Field Operations Training Liaison Group (FOTLG) has been established to describe and maintain a transparent and streamlined process for identifying, prioritizing, and approving Field Operations training requests. The FOTLG serves as the Liaison team between Field Operations and Plant Protection and Quarantine's Professional Development Center.

The specific goals of the FOTLG are to:

- Identify and prioritize National critical performance-based training needs for Field Operations
- Ensure prioritized needs are incorporated into PDC's annual Operational Plan for management and delivery of training requests for Field Operations
- Identify and implement best practices related to national coordination of training offerings
- Improve alignment of existing training offerings with PPQ's strategic objectives for workforce planning

The scope of training reviewed by the Liaison Group is training aimed at improving on the job and/or work unit performance and productivity. This may include both technical

and non-technical training as well as training offerings that target individuals or groups of employees.

Mandatory training or training specified as a condition of employment falls outside of the Liaison Group purview and should be directly coordinated between employees and supervisors.

### **Slide 30**

In summary, creating an environment which supports and encourages continual learning and employee development is critical to meet the challenges associated with protecting American agriculture and natural resources. Be willing to explore all avenues for growing and developing our greatest asset, our employees. Don't forget to download the document that will provide you with the links to more information about the topics we discussed today. This concludes our webinar for today. Thank you for joining us.